



MEETING MINUTES

Department /
Committee:

District 1

Date: **1/2/14 1230-1430**

Recorder: **Beth Cavanaugh**

Present RNs: Nancy Nelson, Rita Haxton, Deb Colson, Lois Ames, Cori Johnson, Cathy Dill, Chris Murray, Beth Cavanaugh, Sarah Blenner, Angie Mills, Cathy : Allan, Tina Dillon, Jan Wipf, Joann Stock

Absent: _____

Guests: None

Topic	Findings / Conclusions	Recommendations / Actions	Responsible Person Date Report Due
Agenda Review	No Changes	Continue with Meeting	Beth Cavanaugh
Welcome New Members	Tina Dillon	Introductions around the table	Beth Cavanaugh
Board Meeting Update	Board due to meet later this month	None	Nancy Nelson

Networking	Wallet exchange	None	
Education Offering	The Leadership Secrets of Santa Claus—see hand out below	None	Beth Cavanaugh
Adjourned			

The Leadership Secrets of Santa Clause

How to get big things done in YOUR “workshop” all year long....

1. BUILD A WONDERFUL WORKSHOP

- **Make the mission the main thing**

- I’m extremely proud of the Workshop that the elves, reindeer and I have created
- I’ve taken several steps to establish and maintain that focus
- First, I’ve made sure that all the elves and reindeer know what our mission is
- Second, I’ve spent time with individual employees discussing how their respective jobs specifically link with, and contribute to, the accomplishment of our mission.
- Third, I’ve kept the mission “in front of folks” by posting it on walls, discussion it at staff meetings and training sessions, including it in internal correspondence, and through a host of other activities that help ensure it stays our central focal point.
- Finally, I’ve made it a core component of our decision-making and work-planning process. If an action we’re considering doesn’t support our mission, either directly or indirectly, we don’t do it!

- **Focus on your people as well as your purpose**

- You can’t possibly focus on your mission without also focusing on the folks that make your mission happen. The two go hand-in-hand.. hoof-in-hoof (sorry but the reindeer insisted) 😊
- That point was clearly brought home by a short letter I received several years ago:

Dear Santa:

This year I only want one thing—a manager who cares as much about me as the work I’m doing. It’s hard to be committed when there’s no reciprocation. Please help!

- **Let values be your guide**
 - This next leadership lesson comes courtesy of a savvy little elf named Virginia
 - “Build a model of a wonderful workshop”
 - “Well, Santa, it seems to me that what makes a workshop wonderful is not walls and ceilings, but what happens *inside* those walls and *under* those ceilings... it’s not how a workshop *stands for* that makes it special. These six columns you see are pillars, and they represent values-the values of respect, integrity, quality, customer service, responsibility, and teamwork. I found them listed on our website.

2. CHOOSE YOUR REINDEER WISELY

- **Hire tough so you can manage easy**
 - It all started when I was faced with hiring a new reindeer to fill a vacant position.
 - Grabbed the first warm, antlered-body that appeared half-way decent.
 - I ended up spending way too much time watching Misfit, re-re-re- training him, counseling him, and handling complaints about him from the other reindeer-and elves as well.
 - That was then. Now I do things much differently. Through the Misfit experience, I’ve realized that
 1. Because it is employees who ultimately make our mission happen, staffing is my single most important responsibility.
 2. The time I spend hiring the right way is nothing compared to the time I’ll have to spend dealing with the wrong reindeer.
- **Promote the right ones.... For the right reasons**
 - Donner was “the deer.”
 - Rudolph was a decent puller, but by no means was the strongest or fastest of the crew. When he first joined the team, some of the other reindeer laughed, called him names, and excluded him from their games. They’re not an easy bunch to “bond” with. But that changed as they (and I) began to notice that there was something special about Rudolph; he seemed to have a knack for getting things done with others... a nose for leadership. So I decided to consider him for the lead.
 - Two Columns. (1) The tasks, duties, and responsibilities of the lead position and (2) The characteristics, talents, values, abilities, and attitudes that I felt were necessary to perform those tasks successfully-and to support our overall mission.
 - He had the “right stuff.”
- **Go for the diversity advantage**
 - Here’s Santa’s third and final lesson on employee selection-involving the elves:
 - It used to be that our elves were pretty much all alike-same size

3. MAKE A LIST AND CHECK IT TWICE

- **Plan your work**
 - We develop our plans by answering six questions for each set goal:
 1. **WHAT** needs to be accomplished?
 2. **WHY** does it need to be done? (How does it contribute to our overall mission?)
 3. **WHEN** does it need to be accomplished?

4. **WHERE** am I/are we now in relation to this goal?
5. **WHO** will be involved in accomplishing this?
6. **HOW** will it be accomplished? (What specific steps and activities are involved, and what resources are required?)

- **Work your plan**
 - Once we make our list (plan), we check it twice. Actually, we check it a lot more than twice.
 - We schedule (as in: set specific times on our calendars) frequent progress checks as part of the work-planning process.
 - To measure the status of our goals against predetermined progress “benchmarks.”
- **Make the most of what you have**
 - Because resources are so important to us, we’ve gone well beyond merely relying on goal action plans to ensure efficiency.
 - Workshop-wide team we created called “Waste Watchers”
 - The sole purposed of the group is to identify and eliminate inefficient/wasteful business practices.
 - Making The Most of TIME
 - Making The most of MONEY
 - Making the Most of MATERIALS and EQUIPMENT
 - Making the most of EMPLOYEE TALENT and EXPERTISE
 - Involve the people with the knowledge in the decisions.

4. LISTEN TO THE ELVES

- **Open your ears to Participation**
 - I ask for (and listen to) the elves’ ideas and opinions on most everything we do. I even let them make many of the toy-making decisions we face, and the production line has never run better.
- **Pay attention to how you’re perceived**
 - As our challenges have grown with each new season, more and more I rely on teamwork, collaboration, and the contributions of each member of the workshop team. Ensuring that those things happen requires effective leadership on my part, and I began to wonder how I was doing on that front. The only way to find out was to ask.. and then listen.
- **Walk a while in their shoes**
 - We really do look forward to your regular visits to the shop floor.
 - It’s great when you ask us about the problems, challenges, and obstacles that we face infilling our orders and meeting deadlines.
 - We like it when you occasionally work next to us.

5. GET BEYOND THE RED WAGONS

- **Help everyone accept the reality of change**
 - They were a happy little bunch of “wagon masters” until the day I had to tell them that, based on the letters I was receiving; the demand for wagons was way down.
 - First, I complimented the elves on the history of red-wagon excellence and expressed my pride in their past accomplishments.
 - Next I introduced the change we were facing and explained why it was necessary.
 - Then, we discussed the benefits to be gained-individually and collectively-for making the required change.
 - Immediately after that, I asked for everyone’s commitment to the new direction and got it.

- Finally, I made sure that everyone on the team understood that change of this nature was inevitable.
- **Remember: The customer is really in charge**
 - We do Virtual field trips
 - We now follow up on all of the letters we receive-not just to make sure we have the orders right, but also to identify and track trends.
- **Teach “the business” of the business**
 - The more employees understand about how the business works, the more likely they are to accept and support change.

6. SHARE THE MILK AND COOKIES

- **Help them see the difference they make**
- **Do right by those who do right**
 - I’ve worked hard at developing one of the most important characteristics of effective leadership: an “attitude of gratitude.”
- **Expand the reinforcement possibilities**
 - The more reinforcement of good work, the merrier.

7. FIND OUT WHO’S NAUGHTY AND NICE

- **Confront performance problems...early**
- **Coach “the majority in the middle”**
 - Provide the training
 - Giving frequent and specific feedback
 - Identifying any obstacles
 - Hooking them up with mentors
 - When it comes to managing the majority in the middle, the goal is clear: Make sure they avoid being naughty, help them stay nice, and work with them to get even “nicer.”
- **Don’t forget “the super stars”**
 - As a leader, the key to dealing with super stars is to demonstrate through words and actions-that you know and appreciate the fact that they are the nicest of “the nice.”

8. BE GOOD FOR GOODNESS SAKE

- **Set the example**
 - I must take the LEAD. I must be the first to “walk the talk” when it comes to things like:
 - Following ALL our rules and procedures
 - Treating EVERYONE with dignity and respect
 - ALWAYS telling the truth
 - NEVER breaking a promise or commitment
 - Building superior quality into EVERYTHING I do
 - CONTINUALLY giving my best effort
 - CONSISTENTLY taking a stand for what’s right

- **Establish guidelines and accountability**
 - I make sure that all staff members are well-versed in the laws, rules, and procedures that apply to them.
 - Building accountability for proper behavior involves the following:
 - Keeping my eyes and ears open to what's happening
 - Providing ongoing feedback
 - Displaying "zero-tolerance."
 - **Remember that everything counts**
 - Scores of behaviors, reflect who we are here at the Pole and what we stand for. Looking at them helps us to understand and remember that being good and doing right are not sometime things-they're every time things involving everything we do.

CLOSING THOUGHTS

You see, **it's not easy being a leader**. Your job comes with many challenges and responsibilities, as you well know. But it is an important and necessary job and it can be a rewarding one- if you do it right. Helping you do that is precisely what "The Leadership Secrets of Santa Claus" is all about.